

LIE CHRONO

26 November 1986

MEMORANDUM FOR: Chief, Career Management Staff, DO

STAT FROM:

[REDACTED]  
Director of Training and Education

SUBJECT: Your Comments on the New Basic Management Course

1. Thank you for your thoughtful and detailed comments on the "Managing in CIA" program. I very much appreciate your continued interest and support. We will look forward to your continued guidance and input as the program evolves.

2. Regarding POCM, be assured that we have the special needs of the DO in mind. I recognize that many of your officers reach supervisory positions at a relatively lower grade than those in most other Agency components, and also that your field managers have uniquely demanding responsibilities. Therefore, we will continue to consider your GS-13 and, on occasion, GS-12 students after they have had some management training and experience and you are confident they will profit from the program. (As you know from cases such as [REDACTED] we are making every effort to fulfill the DO's needs, often on short notice.)

3. I think you will find that, as the DO gains experience with the new management courses, they will meet your standing requirement for a practical, Agency-oriented management training experience for new managers. POCM would take its natural place as an elective course oriented to the promising manager with some experience.

4. Regarding the Ops Management and COS seminars, there is no question but that they will always be highly directorate specific and should be. And now, with the Agency's adoption of the "Managing in CIA" program design for all directorate new managers, they are logical steps in the sequence of the DO's program of management training. That being the case, you might want to review the content of these two key seminars to assure yourselves that they build on and do not duplicate or conflict with the training your new managers will receive in the new required basic courses.

**SUBJECT: Your Comments on the New Basic Management Course**

5. It seems to me that the logical progression for a DO Operations Officer/Manager would now be:

Managing in CIA  
Leading People in CIA  
Ops Management Seminar  
COS seminar

Then the other programs you support, such as the Peabody Power Workshops, would fit into the overall OTE-Directorate electives program.

STAT 6. [ ] is already looking at the Ops Management Seminar with an eye to making some changes. So this may also be a good time to see in what ways the new management course may also cover material in the COS seminar. Clearly, your COS seminar addresses a number of DO needs, including serving as a refresher for senior managers being assigned abroad. In any case, be assured that we will continue to support your efforts for providing your employees the best possible training in any way we can.

7. I, too, am interested in how our pre-course work will "sell" with students given the reality of production pressures in the workplace throughout the Agency. We believe the amount of "research" is relatively small. No detailed writing or extensive readings are required but students are tasked to learn some essential facts about their unit such as its manning table, mission, and current priorities. We will assess the value of this requirement and the workload it imposes during the pilot running of Managing in CIA on 3-5 December.

STAT 8. You are right about the extensive treatment in the course of PARs and panels. Our basic reason for stressing this is that virtually all senior Agency managers, including ADDO [ ] highlighted this to us as a major problem throughout the Agency. In fact, Hank Mahoney promises the intelligence medal to whoever "solves" the PAR problem! Of course, we realize that PARs and panels are Directorate specific. We plan to address this in two ways:

- to have students as part of their pre-course work ensure that they understand the PAR requirements and panel system used in their component or Directorate.
- to have each Directorate send a representative to discuss in the course the relationship of our generic PAR training to Directorate specific requirements and practices.

**SUBJECT: Your Comments on the New Basic Management Course**

9. Of course, the basic courses do not mean an end to the need for component specific PAR workshops. But we hope they will provide you and the other Directorates a way to reach your new supervisors with some basic information about PARs.

STAT 10. Although you did not raise it, I want to tell you that as a result of the DDCI's injunction to get an overseas version of the course ready by spring and [ ] interest in getting the program overseas, we have moved this project up on our priority list. We will concentrate on adapting the program for overseas use as soon as we think we have courses that work.

STAT 11. I think the overseas versions should be even tighter, with a considerable amount of pre-course video and CBT based material. I think that while overseas personnel from the all the Directorates will attend, it will be very much tailored to the concerns of Station management and have a strong DO flavor and content. I envision a small team--say 4 or 5 people--taking the courses overseas and anticipate that in addition to OTE instructors, personnel from your staff will participate as teachers. I plan to have [ ] take the lead on this project in view of his extensive DO experience. He and [ ] will be in touch with you in the near future to discuss some of the issues involved.

STAT 12. Let me finish by stressing again how much we need and value your interest in and support for our efforts. If we fail to meet your needs, we're not doing our job. Please let your senior managers know of our concern that the new management program meet the DO's needs and of the value we place on any feedback they can give us on it.

STAT  
STAT  
OTE/LDD/MTB, [ ]

[ ]  
(20 November 1986)

**Distribution:**

Orig - Addressee  
1 - D/OTE Chrono  
1 - C/LDD  
1 - C/MTB/LDD